



Santiago de los Caballeros, September 2022

To whom it may concern:

Cementos Cibao S.A. is a company that belongs to the sector of the cement industry in the Dominican Republic, with an important human capital, it is the second largest producer of gray cement, type Portland in the country. It is the main cement company with purely Dominican capital, founded in the early 60's.

During the period between January to September 2022, we developed the second process improvement project called **Continuous Cement** led by **London Consulting Group** firm with the aim of optimizing and strengthening our results, analyzing, and redefining work processes, identifying areas of opportunity, and generating new processes focused on improving the operation of the company. After implementing different processes, tools and policies, the following results could be evidenced:

Governance and Business Process

- Establishment of the processes of each functional axis of the organization, aligning to the structure with the management models.
- Implementation of management culture based on processes and collaboration between all areas of the organization
- Implementation of an automated tool for the management of electronic documentation (EDMS - Electronic Document Management System).

Human Resources

- Design and implementation of a talent attraction model by competencies from search to onboarding.
- Design and implementation of the employee incorporation model at different levels of the organization.
- Redesign of the evaluations applied to the collaborators to identify the areas of opportunity in their performance.
- Implementation of a model of high-performance, potential employees, establishing and defining career and succession plans to the most strategic positions in the company.
- Development and implementation of the Individual Development Plan (IDP) by collaborator digitally.
- Implementation of knowledge management (LMS), from the definition of needs, search, evaluation and selection of the most appropriate platform for the needs of the company.
- Implementation of the Work Environment survey.
- Implementation of the support model through an automated Help Desk.

Purchases and Supply Chain

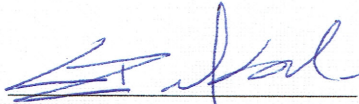
- Creation of the dashboard and KPI's in Power BI for the management of the warehouse and purchasing departments.
- Design and implementation of a volume negotiation tool and process to negotiate better prices.
- Design and implementation of a tool to facilitate the measurement and calculation of the reliability of cyclical inventories.
- Heat map design for the optimization of movements or transfers based on the consumption of materials.
- Implementation of the 5's Model.
- Design of scenarios to determine critical and non-critical materials.

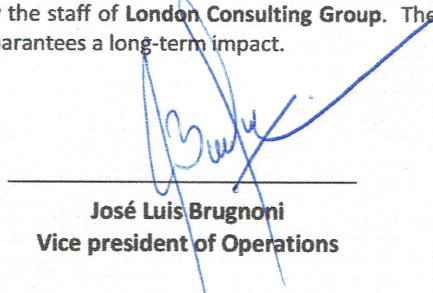
Change Management

- 10 trainings sessions were held with the 61 leaders of the organization (716 man-hours) to promote Leadership, Focus on results, Management by indicators, Processes, Communication, Personnel Development, Competencies, Training and Motivation.
- Individual coaching sessions unifying the concepts and culture of management by processes, indicators and interrelation between the areas of the organization.

The project was developed in the agreed time thanks to the professional work of both the Cementos Cibao staff as of London Consulting Group. We would like to recognize the commitment and professionalism shown by the staff of **London Consulting Group**. Their methodology promotes the involvement and commitment of all levels within the organization and guarantees a long-term impact.

Sincerely,


Cruz Amalia Rodríguez de Casado
President


José Luis Brugnoni
Vice president of Operations